



## Workforce Diversity Network

### *Apply Within. Intentional Impact*

The WDN Strategic & Implementation Plan 2026

February 12, 2023

#### **The WDN Mission**

To inform and elevate standards, expertise, and practice related to the implementation of Diversity, Equity, and Inclusion (DEI) work among its members.

#### **The WDN Vision**

- Creating enhanced standards of practice and engaged connections among professionals in the DEI working world,
  - in such a way that helps enable their respective organizations' goals and competitive edge
  - while elevating the region's recruitment & retention rates for underrepresented populations.

The notion of *Apply Within* for WDN's Strategic plan connotes a three-fold agenda.

Firstly, *'apply within' is an invitation for DEI professionals and stakeholders to not only consider joining WDN*, but to:

- (1) engage in the synergy among like-minded members;
- (2) address systems and cultural biases that can affect employee productivity, organizational profitability, innovation, and/or services.

Secondly, *'apply within' refers to the need for WDN to provide a menu of both practical, reality-based, and cutting-edge training programs; as well as networking services* that can be transferred directly and practically into their workplaces.

- (1) These networking and training programs provide refreshed ideas, updated information, research, and support among DEI professionals who are themselves, working in the trenches to positively change.

*Intentional Impact* is an assertion that DEI work does not occur without purposeful planning and energy. WDN's strategic plan is a commitment to help DEI professionals:

- (1) create constructive change in their organizations, each according to their respective organization's specific goals, and
- (2) maximize the common and uncommon contributions of *all* populations as a sound business plan for diversity in their work force development.

The respective goals and objectives of each year's plan **are comprised of five areas** as determined by WDN's Board of Directors:

1. Education & Training
2. Strategic Planning and Board Development
3. Organizational Operations & Governance
4. Financial Stewardship
5. Community Education, Relations, and Marketing

[www.workforcediversitynetwork.com](http://www.workforcediversitynetwork.com)

## Table of Contents

### **WDN Strategic Plan by Year**

2022.....	p. 3
2023.....	p. 4
2024.....	p. 5
2025.....	p. 5
2026.....	p. 6

### **WDN Strategic Plan by Topic**

Education & Training.....	p. 7
Strategic Plan and Board Development.....	p. 8
Organizational Operations and Governance.....	p. 8
Financial Stewardship.....	p. 9
Community Relations and Marketing.....	p. 10



## WDN Strategic Goals by Year

2022

<p><b>Education &amp; Training</b></p> <ul style="list-style-type: none"> <li>• Assess member needs regarding programming topics.</li> <li>• Assess member needs regarding operation systems (delivery).</li> <li>• Create one key educational signature event for the WDN 25<sup>th</sup> Anniversary celebration event.</li> <li>• Research and pilot a program evaluation process.</li> <li>• Identify prospective speakers or presenter team for 2023 WDN celebration.</li> </ul>
<p><b>Strategic Planning &amp; Board Development</b></p> <ul style="list-style-type: none"> <li>• Develop and approve a fluid Five-Year Strategic Plan.</li> <li>• Appoint a Board of Directors (BOD).</li> </ul>
<p><b>Organizational Operations &amp; Governance</b></p> <ul style="list-style-type: none"> <li>• Clarify job descriptions for BOD.</li> <li>• Clarify job descriptions for the Executive Director.</li> <li>• Propose a plan for hybrid meetings in a post-covid world.</li> <li>• Identify potential sponsors for WDN meetings and events.</li> </ul>
<p><b>Financial Stewardship</b></p> <ul style="list-style-type: none"> <li>• Establish a working framework for the operating budget.</li> <li>• Assess total financial assets.</li> <li>• Establish a membership goal and piloted membership drive.</li> <li>• Assess technical support for hybrid meetings.</li> </ul>
<p><b>Community Relations and Marketing</b></p> <ul style="list-style-type: none"> <li>• Assess impact of current marketing.</li> <li>• Assess upgrades for website and other social media.</li> <li>• Conduct/publish a ROI (Return on Investment) analysis of WDN to promote.</li> </ul>

*WDN Strategic Goals by Year Continued*

## 2023 The Silver 25<sup>th</sup> Anniversary Celebration

<p><b>Education &amp; Training</b></p> <ul style="list-style-type: none"> <li>• Create a published standard for quality of training and educational programs regarding content, design, and delivery; all training programs will contain <i>three critical components</i>: <ul style="list-style-type: none"> <li>-<i>Research</i> – updated information from established resources</li> <li>-<i>Relevant topics</i> – as assessed by members, and also reflected in current events</li> <li>-<i>Respectful dialogue</i> – consistent norms for participants, whereby to engage in difficult conversations as it relates to the topics, in a didactic format/design.</li> </ul> </li> <li>• Implement expanded annual calendar of programs and services.</li> <li>• Devise a routine method of program evaluation.</li> <li>• Assess internships with: (1) local HR graduate programs, or (2) for nontraditional students in undergraduate programs.</li> <li>• Evaluate effectiveness of hybrid programs and technical support.</li> <li>• Inventory WDN educational materials/supplies and assess a storage and distribution strategy.</li> <li>• Evaluate future directions for programming within or outside of the network and/or the region; implement as appropriate.</li> <li>• Evaluate new programming options, including certificate or community education program to boost community outreach and revenue.</li> <li>• Introduce outreach educational programming to member and non-member organizations.</li> <li>• Identify local or regional program partners.</li> </ul>
<p><b>Strategic Planning &amp; Board Development</b></p> <ul style="list-style-type: none"> <li>• Evaluate the first year of the Five-Year Strategic Plan (November).</li> <li>• Explore the need to expand board positions; recruit as appropriate.</li> <li>• Begin assessing new board member prospects for 2024.</li> </ul>
<p><b>Organizational Operations &amp; Governance</b></p> <ul style="list-style-type: none"> <li>• Appoint an internal group to review and implement a new membership dues structure for 2024.</li> <li>• Assess exploration of external funding (sponsors, sponsorships, and grants).</li> <li>• Implement sponsorship or intentional funding initiatives.</li> <li>• Introduce an onboarding system for new members.</li> </ul>
<p><b>Financial Stewardship</b></p> <ul style="list-style-type: none"> <li>• Re-evaluate budget based on proposed dues and organizational expenses; disburse restricted funds.</li> <li>• Establish a membership goal and piloted membership drive.</li> <li>• Create signature events appropriate for 2024.</li> <li>• Implement sponsor needs.</li> <li>• Assess implementation of equity-building options to perpetuate the longevity of WDN among other nonprofits, particularly regarding staffing and reserve accounts.</li> </ul>
<p><b>Community Relations and Marketing</b></p> <ul style="list-style-type: none"> <li>• Finalize updates for website; implement social media changes.</li> <li>• Develop a schedule of social media updates throughout the year.</li> <li>• Assess marketing, website, &amp; media releases, based in part on Google analytics; adjust accordingly.</li> </ul>

*WDN Strategic Goals by Year Continued*

2024

<p><b>Education &amp; Training</b></p> <ul style="list-style-type: none"> <li>• Begin plan for signature event in 2025.</li> <li>• Implement a new programming survey and program for Fall 2023 – 2024 (July), including review of the three components regarding program design (research, relevant topics, and respectful dialogue).</li> <li>• Formalize speaker and program series within WDN for 2024 (Nov.).</li> <li>• Initiate pilot internships for WDN graduate or nontraditional undergraduate students.</li> <li>• As appropriate, expand membership regionally.</li> </ul>
<p><b>Strategic Planning &amp; Board Development</b></p> <ul style="list-style-type: none"> <li>• Begin planning for the next Strategic Plan in light of members, purpose, and success rates.</li> <li>• Evaluate previous calendar year programs accordingly.</li> <li>• Assess board vacancies for 2025.</li> </ul>
<p><b>Organizational Operations &amp; Governance</b></p> <ul style="list-style-type: none"> <li>• Implement new membership dues structure, as deemed appropriate.</li> <li>• Project scope of operations and membership recruitment for 2025 accordingly.</li> </ul>
<p><b>Financial Stewardship</b></p> <ul style="list-style-type: none"> <li>• Evaluate total financial assets with membership drive results.</li> <li>• Develop short and long goals for equity regarding new and existing staffing and reserves.</li> <li>• Evaluate effectiveness of office space for WDN</li> <li>• Solidify financial assets, events &amp; partnerships for new five-year Strategic Plan based on financial impact.</li> <li>• Develop a business plan for a major signature event for 2024 and beyond.</li> </ul>
<p><b>Community Relations and Marketing</b></p> <ul style="list-style-type: none"> <li>• Evaluate all marketing changes from 2023 adjust accordingly.</li> <li>• Assess an Advisory Board and purpose; if appropriate, recruit and implement.</li> </ul>

2025

<p><b>Education &amp; Training</b></p> <ul style="list-style-type: none"> <li>• Implement a signature event in 2025.</li> <li>• Formalize a direction for internships.</li> <li>• Evaluate community outreach programs (including certificate series, internships, consulting requests).</li> </ul>
<p><b>Strategic Planning &amp; Board Development</b></p> <ul style="list-style-type: none"> <li>• Halfway mark: Re-evaluation of the Five-Year Strategic Plan, including board replacements.</li> </ul>
<p><b>Organizational Operations &amp; Governance</b></p> <ul style="list-style-type: none"> <li>• Begin succession plans for WDN personnel based on staff evaluation and also anticipated vacancies.</li> </ul>
<p><b>Financial Stewardship</b></p> <ul style="list-style-type: none"> <li>• Halfway mark: Evaluate financial assets and membership to inform planning for the next two years.</li> </ul>
<p><b>Community Relations and Marketing</b></p> <ul style="list-style-type: none"> <li>• Create and implement membership recruitment plan in January 2025 for a two-year cycle.</li> <li>• Assess upgrades &amp; changes for the website portal and partition as deemed appropriate.</li> <li>• Implement Advisory Board and evaluate.</li> </ul>

WDN Strategic Goals by Year Continued

**2026**

<b>Education &amp; Training</b> <ul style="list-style-type: none"><li>• Evaluate community outreach programs (including certificate series, internships, consulting requests).</li></ul>
<b>Strategic Planning &amp; Board Development</b> <ul style="list-style-type: none"><li>• Write the next 5-year Strategic Plan.</li><li>• Explore plans for the 30<sup>th</sup> Anniversary of WDN in 2027</li></ul>
<b>Organizational Operations &amp; Governance</b> <ul style="list-style-type: none"><li>• Continue succession brainstorming for WDN leadership</li></ul>
<b>Financial Stewardship</b> <ul style="list-style-type: none"><li>• Project financial assets, events &amp; partnerships for a new five-year Strategic Plan based on financial impact.</li></ul>
<b>Community Relations and Marketing</b> <ul style="list-style-type: none"><li>• Determine future growth and roles for Advisory Board.</li></ul>

## WDN Strategic Goals by Topic

### Education & Training

<p><b>2022</b></p> <ul style="list-style-type: none"> <li>• Assess member needs regarding programming topics.</li> <li>• Assess member needs regarding operations.</li> <li>• Create one key educational signature event for the WDN 25<sup>th</sup> Anniversary celebration event.</li> <li>• Research and pilot a program evaluation process.</li> <li>• Identify prospective speakers or presenter team for 2023 WDN celebration.</li> </ul>
<p><b>2023</b></p> <ul style="list-style-type: none"> <li>• Create a published standard for quality of training and educational programs regarding content, design, and delivery; all training programs will contain <i>three critical components</i>: <ul style="list-style-type: none"> <li>-<i>Research</i> – updated information from established resources</li> <li>-<i>Relevant topics</i> – as assessed by members, and also reflected in current events</li> <li>-<i>Respectful dialogue</i> – consistent norms for participants, whereby to engage in difficult conversations as it relates to the topics, in a didactic format/design.</li> </ul> </li> <li>• Implement expanded annual calendar of programs and services.</li> <li>• Devise a routine method of program evaluation.</li> <li>• Assess internships with: (1) local HR graduate programs, or (2) for nontraditional students in undergraduate programs.</li> <li>• Evaluate effectiveness of hybrid programs and technical support.</li> <li>• Inventory WDN educational materials/supplies and assess a storage and distribution strategy.</li> <li>• Evaluate future directions for programming within or outside of the network and/or the region; implement as appropriate.</li> <li>• Evaluate new programming options, including certificate or community education program to boost community outreach and revenue.</li> <li>• Introduce outreach educational programming to member and non-member organizations to boost outreach and revenue.</li> <li>• Identify local or regional program partners.</li> </ul>
<p><b>2024</b></p> <ul style="list-style-type: none"> <li>• Begin plan for signature event in 2025.</li> <li>• Implement a new programming survey and program for Fall 2023 – 2024 (July), including review of the three components regarding program design (research, relevant topics, and respectful dialogue).</li> <li>• Formalize speaker and program series within WDN for 2024 (Nov.).</li> <li>• Initiate pilot internships for WDN graduate or nontraditional undergraduate students.</li> <li>• As appropriate, expand membership regionally.</li> </ul>
<p><b>2025</b></p> <ul style="list-style-type: none"> <li>• Implement a signature event in 2025.</li> <li>• Formalize a direction for internships.</li> <li>• Evaluate community outreach programs (including certificate series, internships, consulting requests).</li> </ul>
<p><b>2026</b></p> <ul style="list-style-type: none"> <li>• Evaluate community outreach programs (including certificate series, internships, consulting requests).</li> </ul>

### Strategic Planning & Board Development

<p><b>2022</b></p> <ul style="list-style-type: none"> <li>• Develop and approve a fluid Five-Year Strategic Plan.</li> <li>• Appoint a Board of Directors.</li> </ul>
<p><b>2023</b></p> <ul style="list-style-type: none"> <li>• Evaluate the first year of the Five-Year Strategic Plan (November).</li> <li>• Explore the need to expand board positions; recruit as appropriate.</li> <li>• Begin assessing new board member prospects for 2024.</li> </ul>
<p><b>2024</b></p> <ul style="list-style-type: none"> <li>• Begin planning for the next Strategic Plan in light of members, purpose, and success rates.</li> <li>• Evaluate previous calendar year programs accordingly.</li> <li>• Assess board vacancies for 2025.</li> </ul>
<p><b>2025</b></p> <ul style="list-style-type: none"> <li>• Half-way: Re-evaluation of the Five-Year Strategic Plan, including board replacements.</li> </ul>
<p><b>2026</b></p> <ul style="list-style-type: none"> <li>• Write the next Five-Strategic Year Plan.</li> <li>• Explore plans for the 30<sup>th</sup> Anniversary of WDN in 2027.</li> </ul>

### Organizational Operations & Governance

<p><b>2022</b></p> <ul style="list-style-type: none"> <li>• Clarify Job Descriptions for BOD.</li> <li>• Clarify Job Descriptions for the Executive Director.</li> <li>• Propose a plan for hybrid meetings in a post-covid world.</li> <li>• Identify potential sponsors for WDN meetings and events.</li> </ul>
<p><b>2023</b></p> <ul style="list-style-type: none"> <li>• Appoint an internal group to review and implement a new membership dues structure for 2024.</li> <li>• Assess exploration of external funding (sponsors, sponsorships, and grants).</li> <li>• Implement sponsorship program for monthly trainings.</li> <li>• Introduce an onboarding system for new members.</li> </ul>
<p><b>2024</b></p> <ul style="list-style-type: none"> <li>• Implement new membership dues structure (as deemed appropriate).</li> <li>• Project scope of operations and membership recruitment for 2025 accordingly.</li> </ul>
<p><b>2025</b></p> <ul style="list-style-type: none"> <li>• Begin succession plans for WDN based on staff evaluation and also anticipated vacancies.</li> </ul>
<p><b>2026</b></p> <ul style="list-style-type: none"> <li>• Continue succession brainstorming for WDN leadership.</li> </ul>



*WDN Strategic Goals by Topic Continued***Financial Stewardship**

<p><b>2022</b></p> <ul style="list-style-type: none"> <li>• Establish a working framework for the operating budget.</li> <li>• Assess total financial assets.</li> <li>• Establish a membership goal and piloted membership drive.</li> <li>• Assess technical support for hybrid meetings.</li> </ul>
<p><b>2023</b></p> <ul style="list-style-type: none"> <li>• Re-evaluate budget &amp; expenses based on proposed dues and organizational expenses; disburse restricted funds.</li> <li>• Establish a membership goal and piloted membership drive.</li> <li>• Create signature events appropriate for 2024.</li> <li>• Identify and implement Sponsors.</li> <li>• Assess implementation of equity-building options regarding staff and reserves.</li> </ul>
<p><b>2024</b></p> <ul style="list-style-type: none"> <li>• Evaluate total financial assets with membership drive results.</li> <li>• Develop short and long goals for equity regarding new and existing staffing and reserves.</li> <li>• Evaluate effectiveness of office space for WDN.</li> <li>• Develop a business plan for a major signature event for 2024 and beyond.</li> </ul>
<p><b>2025</b></p> <ul style="list-style-type: none"> <li>• Half-way mark: Evaluate financial assets and membership to inform planning for the next two years.</li> </ul>
<p><b>2026</b></p> <ul style="list-style-type: none"> <li>• Project financial assets, events and partnerships for new five-year Strategic Plan based on financial impact.</li> </ul>

*WDN Strategic Goals by Topic Continued***Community Relations and Marketing.**

<p><b>2022</b></p> <ul style="list-style-type: none"> <li>• Assess impact of current marketing.</li> <li>• Outline and Pilot a membership drive.</li> <li>• Assess upgrades for website and other social media.</li> <li>• Conduct/publish a ROI (Return on Investment) analysis of WDN to promote.</li> </ul>
<p><b>2023</b></p> <ul style="list-style-type: none"> <li>• Finalize updates for website; implement social media changes.</li> <li>• Begin piloted membership drive throughout the year.</li> <li>• Develop a schedule of social media updates throughout the year.</li> <li>• Assess marketing, website, &amp; media releases, based in part on Google analytics; adjust accordingly.</li> </ul>
<p><b>2024</b></p> <ul style="list-style-type: none"> <li>• Evaluate all marketing changes from 2023 adjust accordingly.</li> <li>• Assess an Advisory Board and purpose; if appropriate, recruit and implement.</li> </ul>
<p><b>2025</b></p> <ul style="list-style-type: none"> <li>• Create and implement membership recruitment plan in January 2025 for a two-year cycle.</li> <li>• Assess upgrades &amp; changes for the website portal and partition as deemed appropriate.</li> <li>• Implement Advisory Board and evaluate.</li> </ul>
<p><b>2026</b></p> <ul style="list-style-type: none"> <li>• Evaluate outreach programs.</li> </ul>